



STAGWELL

TRANSFORMING MARKETING

Investor Presentation

FEBRUARY | 2023

FORWARD LOOKING STATEMENTS & OTHER INFORMATION

This presentation contains forward-looking statements. Statements in this presentation that are not historical facts, including without limitation the information under the heading "Financial Outlook" and statements about the Company's beliefs and expectations, earnings (loss) guidance, recent business and economic trends, potential acquisitions, and estimates of amounts for redeemable noncontrolling interests and deferred acquisition consideration, constitute forward-looking statements. Words such as "estimates", "expects", "contemplates", "will", "anticipates", "projects", "plans", "intends", "believes", "forecasts", "may", "should", and variations of such words or similar expressions are intended to identify forward-looking statements. These statements are based on current plans, estimates and projections, and are subject to change based on a number of factors, including those outlined in this section. Forward-looking statements speak only as of the date they are made, and the Company undertakes no obligation to update publicly any of them in light of new information or future events, if any.

Some of the factors that could materially and adversely affect our business, financial condition, results of operations and cash flows include, but are not limited to, the following:

- *risks associated with international, national and regional unfavorable economic conditions that could affect the Company or its clients;*
- *the continued impact of the coronavirus pandemic ("COVID-19"), and evolving strains of COVID-19 on the economy and demand for the Company's services, which may precipitate or exacerbate other risks and uncertainties;*
- *an inability to realize expected benefits of the combination of the Company's business with the business of MDC (the "Business Combination" and, together with the related transactions, the "Transactions");*
- *adverse tax consequences in connection with the Transactions for the Company, its operations and its shareholders, that may differ from the expectations of the Company, including that future changes in tax law, potential increases to corporate tax rates in the United States and disagreements with the tax authorities on the Company's determination of value and computations of its attributes may result in increased tax costs;*
- *the occurrence of material Canadian federal income tax (including material "emigration tax") as a result of the Transactions;*
- *the Company's ability to attract new clients and retain existing clients;*
- *the impact of a reduction in client spending and changes in client advertising, marketing and corporate communications requirements;*
- *financial failure of the Company's clients;*
- *the Company's ability to retain and attract key employees;*
- *the Company's ability to compete in the markets in which it operates;*
- *the Company's ability to achieve its cost saving initiatives;*
- *the Company's implementation of strategic initiatives;*
- *the Company's ability to remain in compliance with its debt agreements and the Company's ability to finance its contingent payment obligations when due and payable, including but not limited to those relating to redeemable noncontrolling interests and deferred acquisition consideration;*
- *the Company's ability to manage its growth effectively, including the successful completion and integration of acquisitions which complement and expand the Company's business capabilities;*
- *the Company's material weaknesses in internal control over financial reporting and its ability to establish and maintain an effective system of internal control over financial reporting;*
- *the Company's ability to protect client data from security incidents or cyberattacks;*
- *economic disruptions resulting from war and other geopolitical tensions (such as the ongoing military conflict between Russia and Ukraine), terrorist activities and natural disasters;*
- *stock price volatility; and*
- *foreign currency fluctuations.*

Investors should carefully consider these risk factors, other risk factors described herein, and the additional risk factors outlined in more detail in our 2021 Form 10-K, filed with the Securities and Exchange Commission (the "SEC") on March 17, 2022, and accessible on the SEC's website at www.sec.gov, under the caption "Risk Factors," and in the Company's other SEC filings.

DEFINITIONS OF NON-GAAP FINANCIAL MEASURES

In addition to its reported results, Stagwell Inc. has included in this presentation certain financial results that the Securities and Exchange Commission (SEC) defines as "non-GAAP Financial Measures." Management believes that such non-GAAP financial measures, when read in conjunction with the Company's reported results, can provide useful supplemental information for investors analyzing period to period comparisons of the Company's results. Such non-GAAP financial measures include the following:

Pro Forma Results: The Pro Forma amounts presented for each period were prepared by combining the historical standalone statements of operations for each of legacy MDC and SMG. The unaudited pro forma results are provided for illustrative purposes only and do not purport to represent what the actual consolidated results of operations or consolidated financial condition would have been had the combination actually occurred on the date indicated, nor do they purport to project the future consolidated results of operations or consolidated financial condition for any future period or as of any future date. The Company has excluded a quantitative reconciliation of adjusted Pro Forma EBITDA to net income under the "unreasonable efforts" exception in Item 10(e)(1)(i)(B) of Regulation S-K.

(1) **Organic Revenue:** "Organic revenue growth" and "organic revenue decline" refer to the positive or negative results, respectively, of subtracting both the foreign exchange and acquisition (disposition) components from total revenue growth. The acquisition (disposition) component is calculated by aggregating prior period revenue for any acquired businesses, less the prior period revenue of any businesses that were disposed of during the current period. The organic revenue growth (decline) component reflects the constant currency impact of (a) the change in revenue of the partner firms that the Company has held throughout each of the comparable periods presented, and (b) "non-GAAP acquisitions (dispositions), net". Non-GAAP acquisitions (dispositions), net consists of (i) for acquisitions during the current year, the revenue effect from such acquisition as if the acquisition had been owned during the equivalent period in the prior year and (ii) for acquisitions during the previous year, the revenue effect from such acquisitions as if they had been owned during that entire year (or same period as the current reportable period), taking into account their respective pre-acquisition revenues for the applicable periods, and (iii) for dispositions, the revenue effect from such disposition as if they had been disposed of during the equivalent period in the prior year.

(2) **Net New Business:** Estimate of annualized revenue for new wins less annualized revenue for losses incurred in the period.

(3) **Adjusted EBITDA:** defined as Net income excluding non-operating income or expense to achieve operating income, plus depreciation and amortization, stock-based compensation, deferred acquisition consideration adjustments, and other items. Other items include restructuring costs, acquisition-related expenses, and non-recurring items.

(4) **Adjusted EPS** is defined as Net income (loss) attributable to Stagwell Inc. common shareholders, plus net income attributable to Class C shareholders, excluding amortization expense, impairment and other losses, stock-based compensation, deferred acquisition consideration adjustments, discrete tax items, and other items, per weighted average shares outstanding. Other items includes restructuring costs, acquisition-related expenses, and non-recurring items, and subject to the anti-dilution rules.

(5) **Free Cash Flow:** defined as Adjusted EBITDA less capital expenditures, change in net working capital, cash taxes, interest, and distributions to minority interests, but excludes contingent M&A payments.

(6) **Financial Guidance:** The Company provides guidance on a non-GAAP basis as it cannot predict certain elements which are included in reported GAAP results.

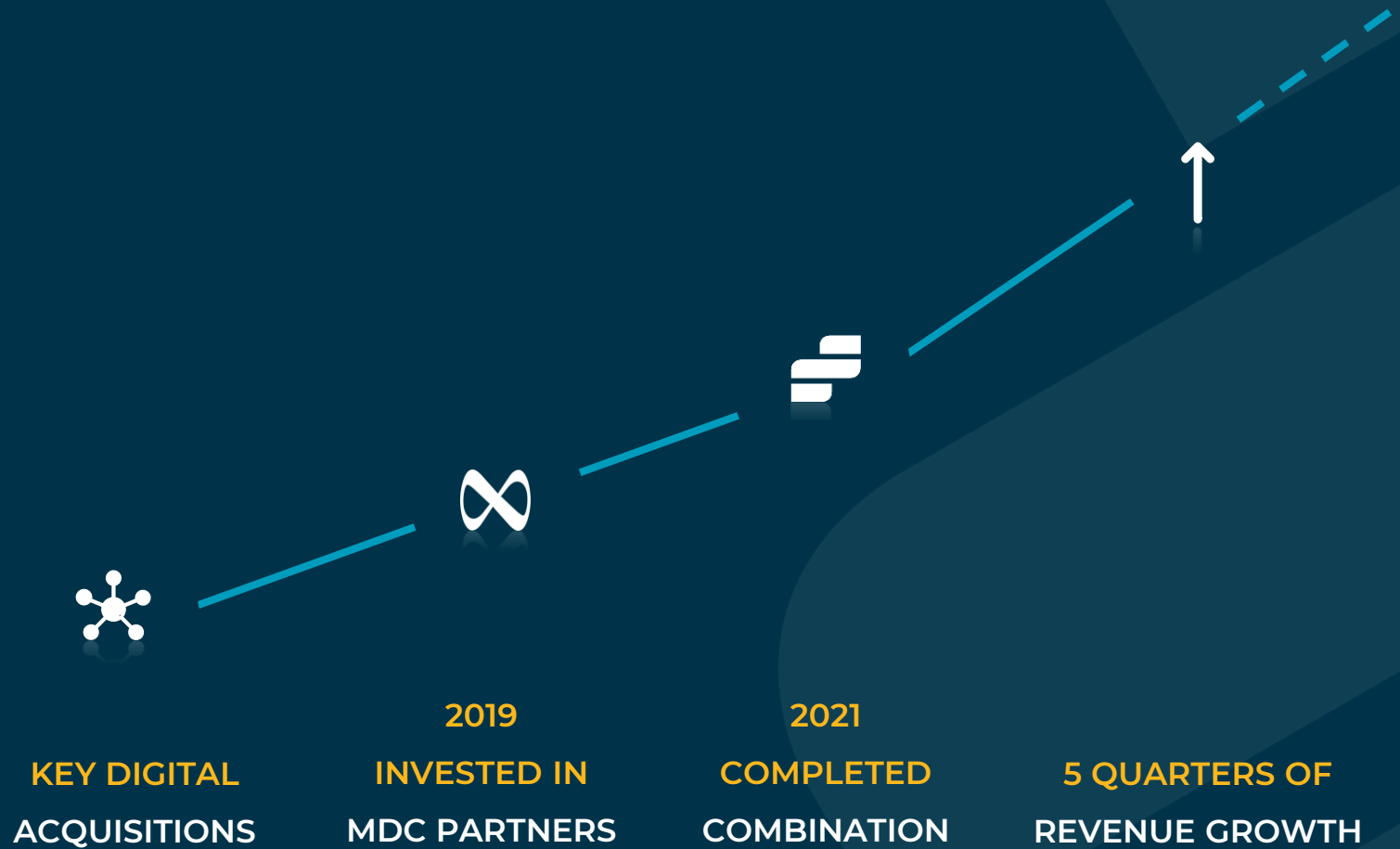
Included in this presentation are tables reconciling reported Stagwell Inc. results to arrive at certain of these non-GAAP financial measures.

WHAT WE ARE *Building*

THE STAGWELL *Story*

Stagwell started in late 2015 with a vision for a new digital-first marketing company powered by an experienced leader and an investment from Steve Ballmer

FROM ZERO *to* **MARKET HERO**



STAGWELL *Has Achieved*

Growing scale with
Revenue over \$2B to
**challenge the majors
& transform marketing**

Quarter after
quarter of
**double-digit
revenue growth**



Growing
global presence
in 34 countries

Achieving its vision
of offering everything from
global tech driven services
to self-service data &
marketing technology

STAGWELL IS A FULLY-INTEGRATED GLOBAL MARKETING
& technology firm built for the 21st century

THE FUTURE *Is Promising*

1

LARGE MARKET OPPORTUNITY

With less than 2% market share¹, we have built a track record of competing & winning against market leaders to gain share

2

TIED TO HIGH GROWTH DIGITAL SERVICES

Our mix of services is overwhelmingly digital, overweighted in the high-growth areas with the goal of speeding growth

3

LEADING TECHNOLOGY INNOVATION

Stagwell's technology excellence positions us to launch the Stagwell Marketing Cloud for self-service marketers and to develop new Web3 and Augmented Reality media platforms

4

PRUDENT FINANCIAL MANAGEMENT

Company leadership with a proven track record of prudently balancing growth and bottom-line management

1. Market share represents Stagwell's Fiscal 2021 Net Revenue as a percentage of the estimated \$130B in revenue at the Top 25 global marketing services companies according to *AdAge Agency Report 2022*.

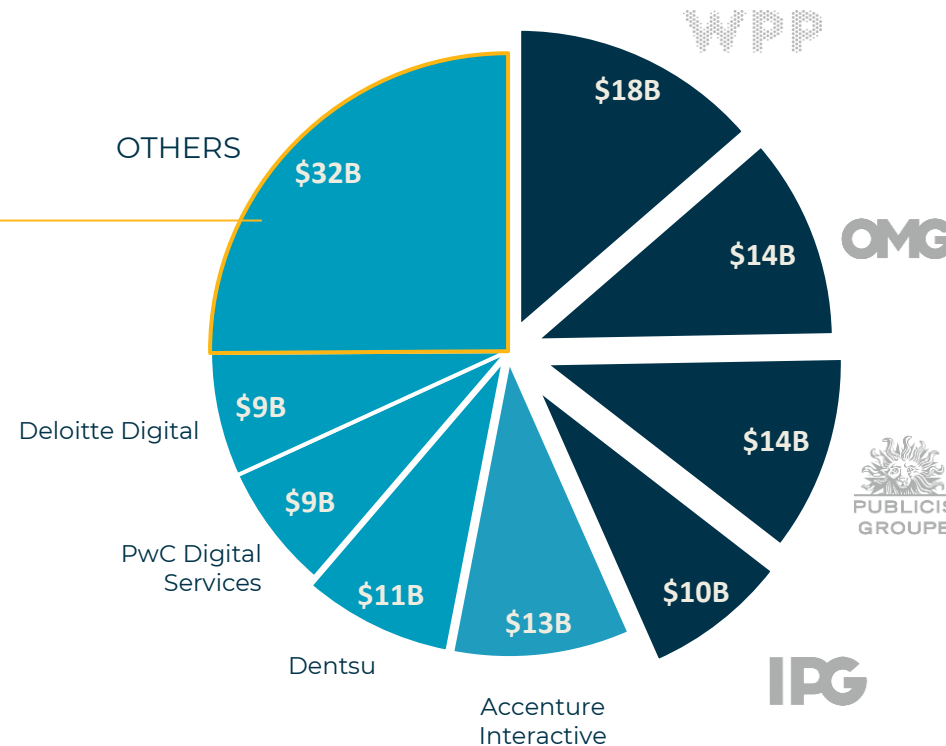


Market Opportunity

THE ADVERTISING MARKET IS RIPE FOR DISRUPTION

\$2B+
STAGWELL

Consulting companies have begun to take share, but we believe they lack essential creative talent to compete across all services



~ **\$60B**

spent with the top 4 legacy holding companies¹

~ **\$130B**

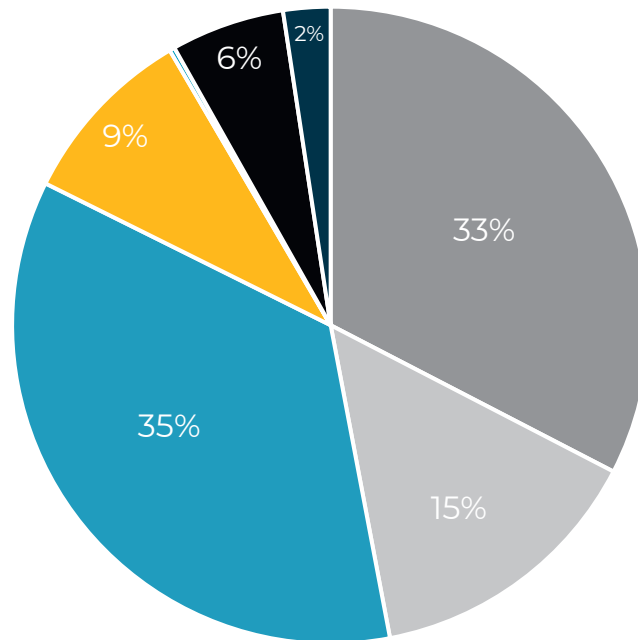
spent on advertising & marketing services with the Top 25 industry providers in 2021

¹ Top 4 legacy holding companies: WPP, Omnicom, Publicis, IPG
Source: Company filings and AdAge Agency Report 2022

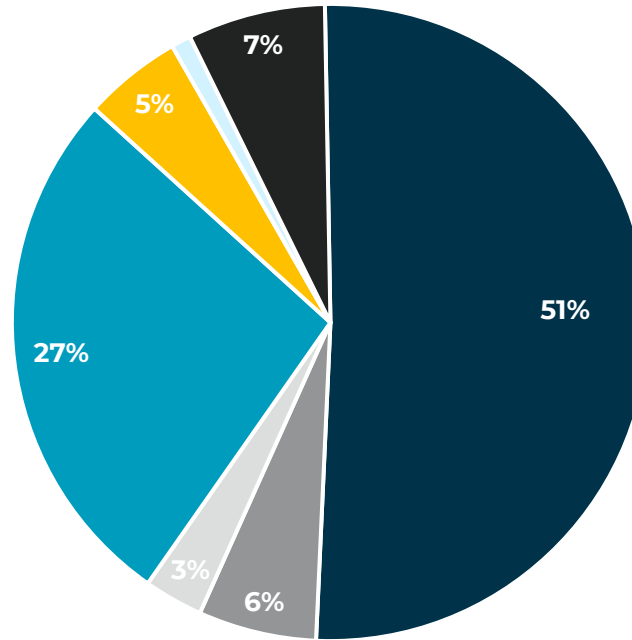
DIGITAL MEDIA IS DISRUPTING MARKETING

The new marketplace creates new opportunities

GLOBAL AD SPENDING 2000



GLOBAL AD SPENDING 2021



■ Newspapers ■ Magazines ■ Television ■ Radio ■ Cinema ■ Outdoor ■ Internet

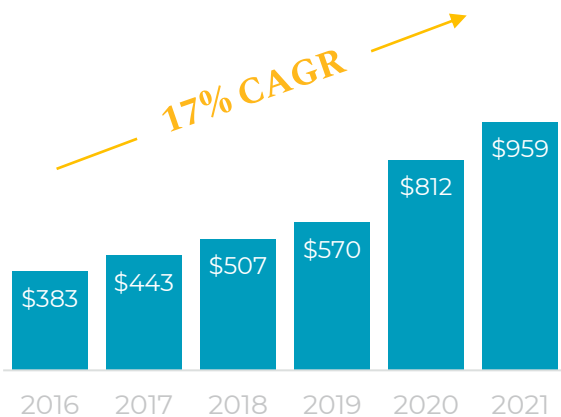
DIGITAL MARKETING CONTINUES TO GROW RAPIDLY

Double digit growth in e-commerce, digital marketing services, & CTV

E-Commerce

Designing, creating, implementing & managing consumer e-commerce platforms

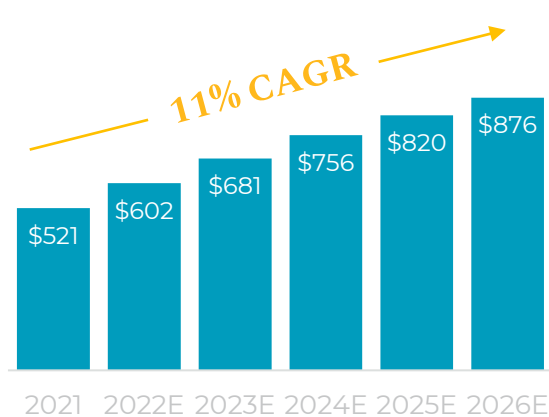
US E-Commerce sales (\$ billions)



Digital Marketing

Services enabling influencers & global performance marketing

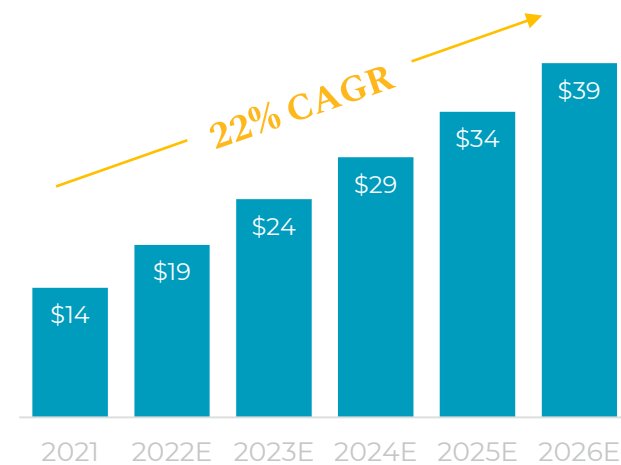
Worldwide digital ad spend (\$ in billions)



Connected TV

New ways of reaching consumers through devices connected to the internet

US CTV Advertising Spend (\$ in billions)

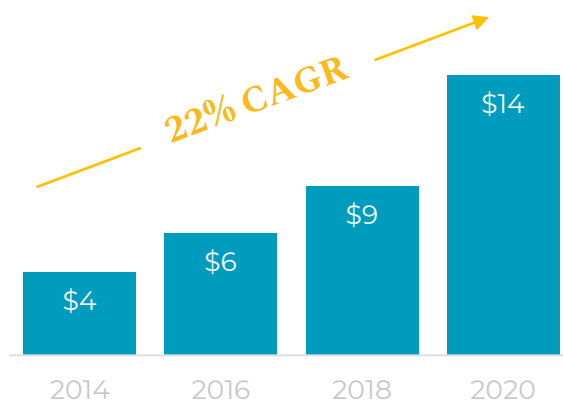


POLITICAL & ADVOCACY GROWING RAPIDLY

Strong secular growth in spend & fundraising facilitated by technology and driven by increased engagement

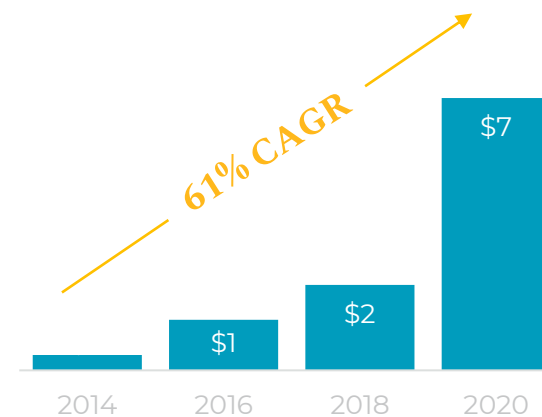
**Political
Paid Media Spend**

(\$ in billions)



**Political
Funds Raised Online**

(\$ in billions)





Stagwell Today

Key Stats

~13,700

Employees

1,300+

Software Engineers

\$130B+

Addressable Market

34+

Countries

50+

Affiliates

~4,000

Blue-Chip Customers

\$2.5B+

LTM GAAP Revenue

\$431M

LTM Adj. EBITDA

~\$200M

2021 Free Cash Flow

Note: Financials are Pro Forma as if the combination was completed January 1, 2020. Figures as of 9/30/2022.
Employees includes full-time employees and full-time contractors. See appendix for reconciliations of Non-GAAP financial measures.



Integrated Platform

FOR THE MODERN MARKETER

1

Digital Transformation

Building Digital Platforms & Consumer Experiences

2

Performance Media & Data

Integrated Omnichannel Media, Data & E-Commerce

3

Consumer Insights & Strategy

Tracking Across the Consumer Journey

4

Creativity & Communications

Blue-Chip Customer Base

Cutting Edge Digital Transformation

CODE AND THEORY

THE MAGIC WALL

Design an experience that brings election results to life.

On election night, CNN needs a way to show huge amounts of quickly changing information simply, beautifully.

Working collaboratively with CNN, Code and Theory reimagined the look, feel and core feature set of the iconic Magic Wall. We built an entire country's worth of custom maps and developed a suite of new capabilities designed around anticipated storylines. A new information hierarchy made previously complex information much more digestible to the audience.

Powerful Collaboration Between Technology & Creativity

CODE AND THEORY + Doner.

DISPLACE 'S AGENCY OF 65 YEARS

Beat over 10 major agencies including teams from WPP, Omnicom, IPG, and Accenture

From the start, Doner and Code and Theory built a cross-consultancy core team with clear roles and responsibilities. A critical piece in Doner / Code's success was the mutual understanding of each agency's strengths in relation to J&J's request:

Doner.

- Brand Strategy
- Creative
- Agile Production

CODE AND THEORY

- Digital Strategy
- Audience Segmentation & Insights
- Analytics

Data & Insights Shaping The Digital Future



OTT CONTENT STRATEGY

A client for 40+ years, NRG works with Disney across all their business units.

As Disney looks for its next major area of growth, it challenged NRG to help them develop a content strategy for OTT. With so many content choices, what do you put on Disney+ (and when) to continue to drive subscriptions?

NRG is currently supporting Disney+ on a major global content strategy study to help them identify the types of content they should be developing with a goal of appealing to new audiences yet fitting current brand image.



MARK PENN

Chairman & CEO

FOUNDER & POLLSTER Founded **Penn and Schoen** in 1975 with his Harvard roommate Doug Schoen

GROWER Under Penn's leadership, firm expanded to 200+ people with offices around the world.

ADVISOR Served key **corporate** (Texaco, AT&T, Microsoft, Ford, Merck, etc.) & **political** (President Clinton's pollster for six years, advisor to Hillary Clinton & Tony Blair) clients

SELLER Penn & his partners sold PSB to WPP in November 2001 after growing it from a mom-and-pop political polling firm to \$80M+ in revenue

GLOBAL CEO Served as CEO of **Burson-Marsteller** from 2006 – 2012, running a global PR and public affairs firm with an 80+ market footprint and tripling profits

CLIENT & CREATOR Asked by Steve Ballmer to join **Microsoft** & revitalize Bing in 2012; rose to EVP & Chief Strategy Officer running Microsoft's \$2 billion advertising budget

PORTFOLIO BUILDER & PUBLIC COMPANY CEO Launched **Stagwell** Group in 2015; invested in **MDC** in 2019 & assumed role of Chairman & CEO

CORPORATE LEADERSHIP



Jay Leveton

President



Frank Lanuto

CFO



Ryan Greene

COO



Beth Sidhu

Chief Brand & Communications Officer



Jason Reid

CIO



Ryan Linder

CMO



Julia Hammond

President
Stagwell Global



Stephanie Howley

CPO



Peter McElligott

General Counsel



Merrill Raman

CTO



Ray Day

Vice Chair

BUSINESS LEADERSHIP



Deidre McGlashan
CMO



Anas Ghazi
Affiliates



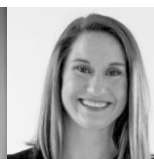
Carl Johnson
Anomaly



James Townsend
Brand Performance Network



Brad Simms
GALE



Maggie Malek
MMI Agency



Justin Lewis
Constellation



Evin Shutt
72andSunny



Marianne Malina
CPB



David DeMuth
Doner



Dan Gardner
Code and Theory



Toby Southgate
F&B



Krista Webster
Veritas



Kara Place
Instrument



The Stagwell Plan

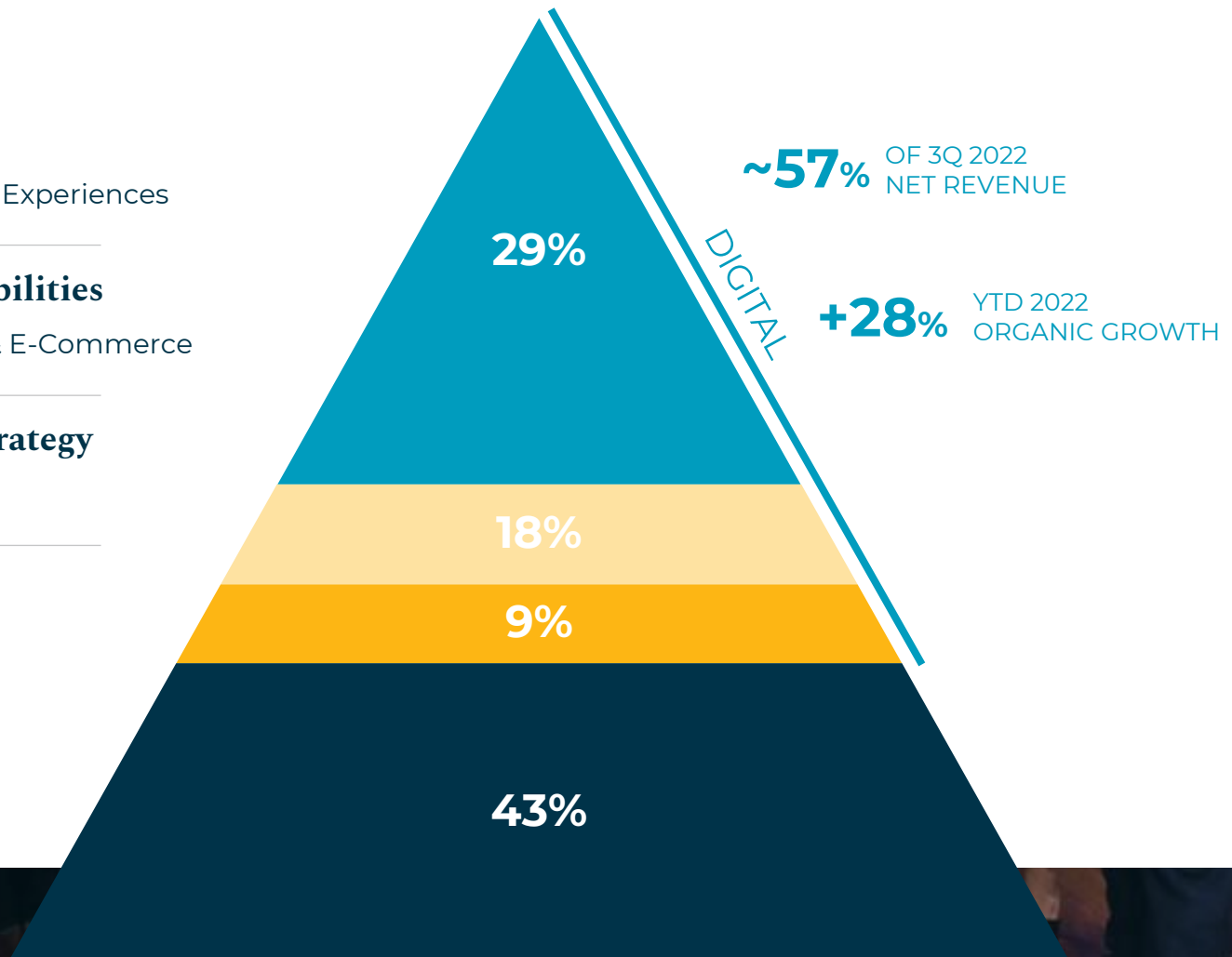
 Nasdaq

STGW
NasdaqListed

Digital Mix TODAY

We have the mix of high growth digital today that legacy peers are slowly working towards

- 1 Digital Transformation**
Building Digital Platforms & Consumer Experiences
- 2 Performance Media & Data Capabilities**
Integrated Omnichannel Media, Data & E-Commerce
- 3 Rigorous Consumer Insights & Strategy**
Tracking Across Consumer Journey
- 4 Extremely Strong Creativity, Communications & Strategy**
Blue-Chip Customer Base

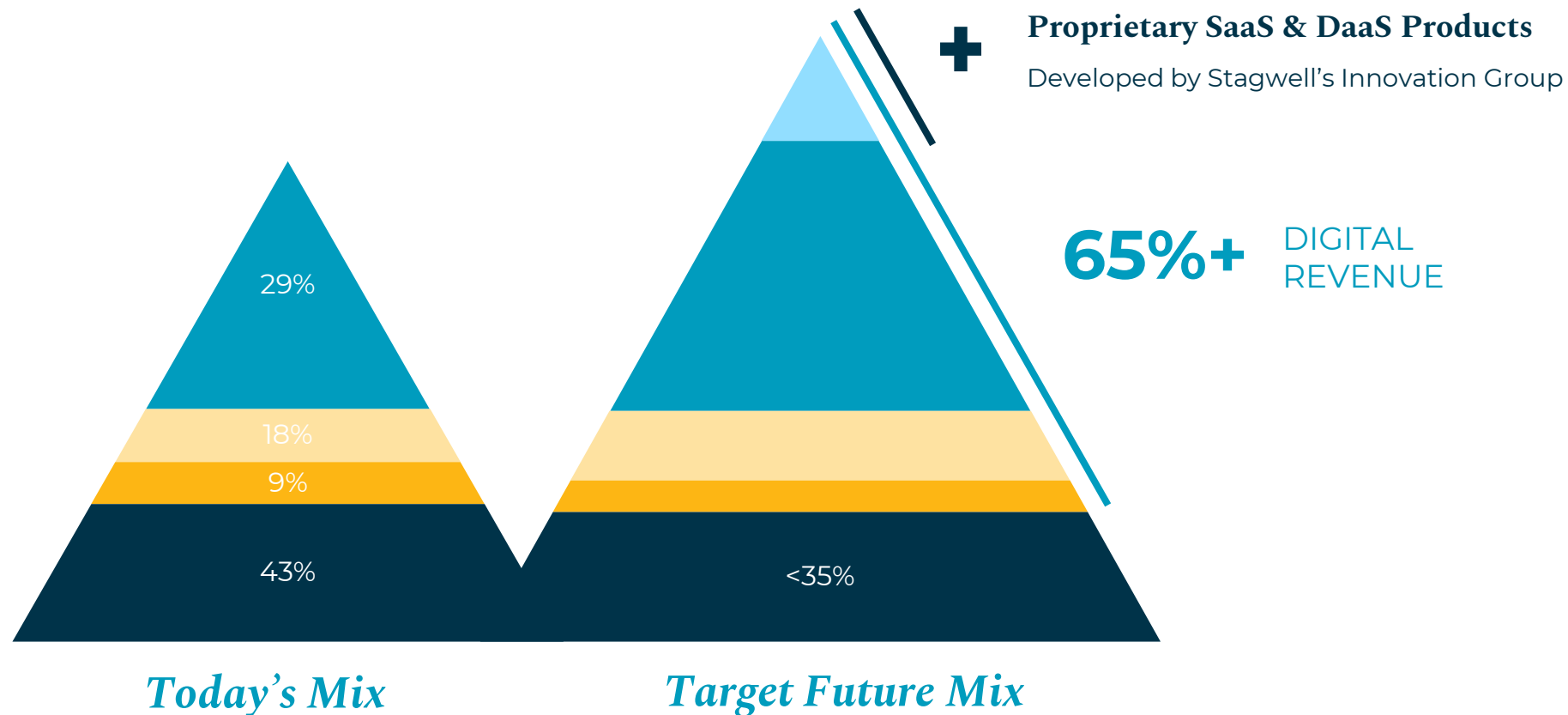


Note: % of Net Revenue based on 3Q 2022 results.

TARGET

Revenue Mix

But we are not stopping there, adding a Martech Layer of new SaaS & DaaS products & investing in our core digital platforms



Blue-Chip CLIENT BASE

Growing average client size through larger,
integrated wins and expansion across new services

Communications Media & Entertainment	Retail	Food & Beverage	Consumer Products	Technology	Automotive	Financial Services	Healthcare
    	     	     	    	    	    	    	    

BRAND PERFORMANCE NETWORK *is working*

~\$500M

YTD NET REVENUE

+26%

YTD ORGANIC
NET REVENUE GROWTH

CREATIVE CONSULTING

GALE

OBSERVATORY

forsman&bodenfors

VITRO

Crispin
Porter
Bogusky®

OMNICHANNEL MEDIA

+ASSEMBLY

Locaria

Ink

GOODSTUFF
MEDIA @ SOME

mml

Grason

MULTIVIEW

CONNECTED COMMERCE

BRAND NEW
GALAXY

Expanding OUR GLOBAL NETWORK

Stagwell's Global Affiliate Network
significantly expands our global footprint

North America

- Canada
- USA
- Mexico

Europe

- Austria
- Belgium
- Bulgaria
- Italy
- Latvia
- Romania
- Slovak Republic
- Slovenia
- Switzerland
- Turkey
- Ukraine
- France
- Germany
- Netherlands
- Poland
- Spain
- Sweden
- United Kingdom

Latin America

- Argentina
- Aruba
- Bolivia
- Brazil
- Curacao
- Colombia
- Costa Rica
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Honduras
- Jamaica
- Nicaragua
- Panama
- Peru
- Uruguay
- Venezuela

Middle East & Africa

- Algeria
- Bahrain
- Egypt
- Jordan
- Kuwait
- Lebanon
- Libya
- Morocco
- Nigeria
- Oman
- Saudi Arabia
- South Africa
- Tunisia
- United Arab Emirates

Asia Pacific

- Australia
- China
- Hong Kong
- India
- Indonesia
- Japan
- Malaysia
- Philippines
- Taiwan
- Thailand
- Singapore
- South Korea

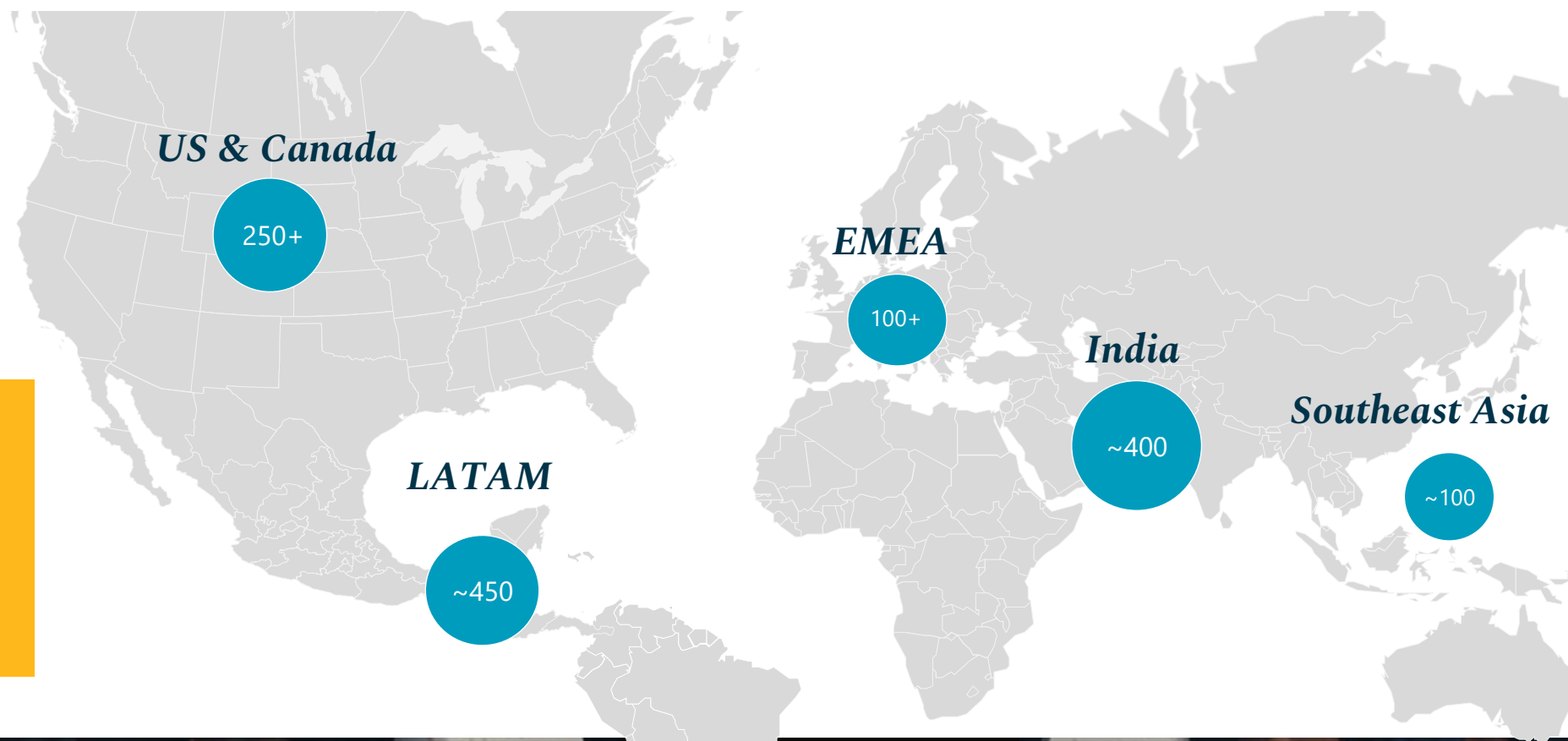
	Stagwell	+Affiliates
COUNTRIES	34	49
EMPLOYEES	13.5K+	28K+

SCALING *Global Engineering*

Building a global development practice
effectively leveraging lower-cost markets

EXPANDING

upon North American
base with lower-cost
global engineering hubs



Figures indicate number of software engineer FTEs in each region of 9/30/22

SCALING

Global Digital Transformation



Added LATAM
digital transformation
capabilities & clients
to Code & Theory

+64%
2022 YTD
NET REVENUE
GROWTH

450+
ENGINEERS
ACROSS
LATAM



Added content
& design practices
& blue chip west coast
clients to Code & Theory

+17%
2022 YTD
NET REVENUE
GROWTH

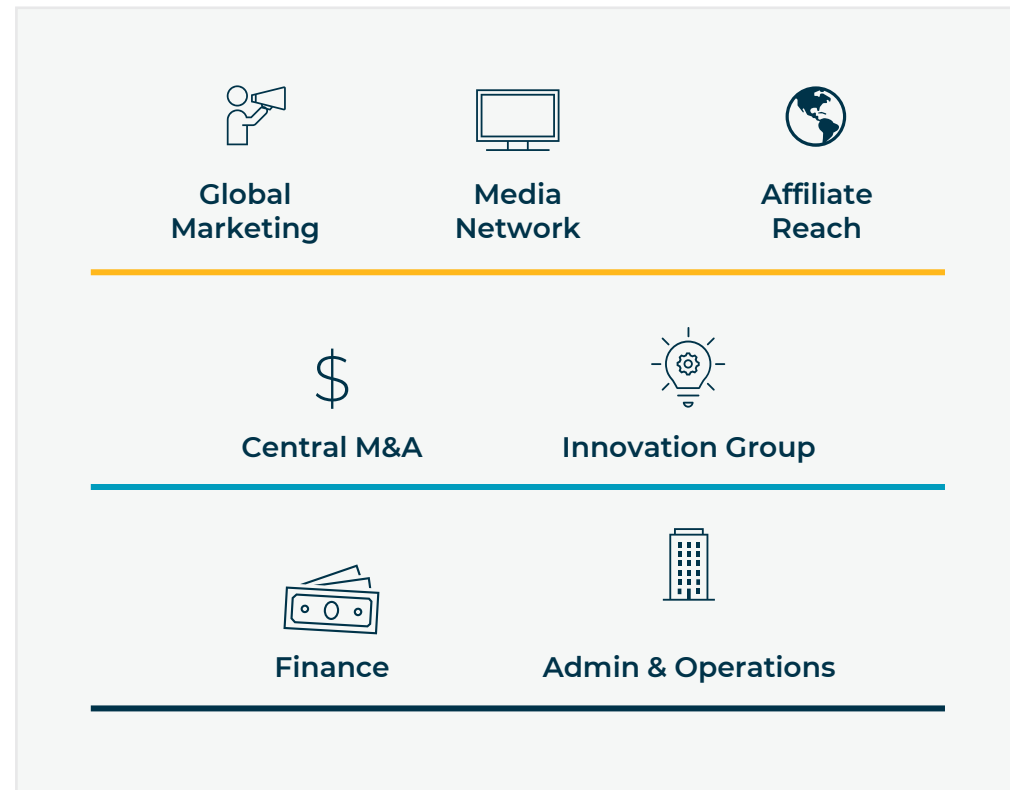
50+
UX AND
CONTENT
SPECIALISTS



STRATEGIC VALUE-ADDED *Investment Platform*

Unified & engaged corporate team delivering value-added shared services driving both revenue & cost synergies

Incentives to collaborate and drive overall network growth



*Client
Services*

*Growth
Investment*

*Shared
Services*



DEVELOPMENT OF THE STAGWELL MARKETING CLOUD *is a critical way to enhance the value of our company.*

Technology is not something that others do
- it's something we all need to participate in &
get across the finish line.

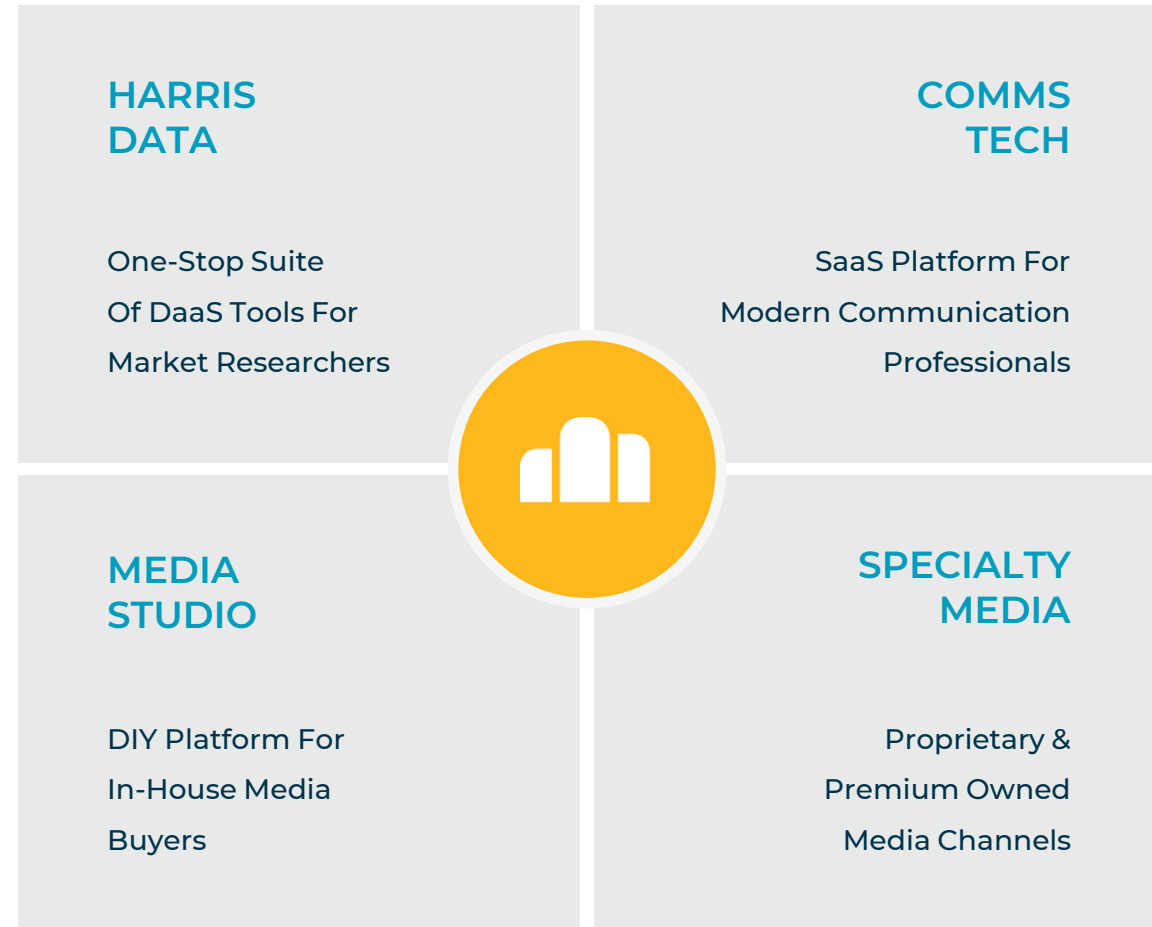
WE ARE MAKING INVESTMENTS

& getting ready to market products that we believe can
make a significant contribution to the company's value.

SMC IS A PROPRIETARY SUITE

*of SaaS & DaaS
tools built for the
in-house marketer*

Our Four Divisions



LEADERSHIP Team



Mark J. Penn
CHAIRMAN & CEO,
STAGWELL GLOBAL

- Founded, grew and sold Penn Schoen Berland to WPP
- In WPP, served as CEO of Burson Marsteller and PSB
- Executive Vice President and Chief Strategy Officer at Microsoft, running a \$2 billion advertising budget
- Author of *Microtrends*, a New York Times and Wall Street Journal best seller.

SMC CORPORATE LEADERSHIP TEAM



**Mansoor
Basha**
CTO

Previously with **Accenture's Applied Intelligence Practice**, working on strategy & consulting, data led transformation, cloud analytics, AI, & machine learning



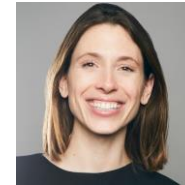
**Abe
Geiger**
CPO

Former **CPO of Hudson MX**, media buying & accounting systems provider, with clients including Dentsu, IPG, WPP, & Publicis media agencies



**Matthew
Lochner**
MD

Stagwell Group deal team member, working on over 20 private equity transactions



**Elsbeth
Rollert**
CMO

Served in brand, performance & partnership marketing US & Global leadership roles at **Uber & Microsoft**

SMC BOARD



**Dan
Gardner**
BOARD
MEMBER

Co-Founder of **Code and Theory** and business leader of **Stagwell's Code and Theory network**



**John
Kahan**
BOARD
MEMBER

Former **Chief Data & Analytics Officer, Microsoft**

EXPERIENCED SMC PRODUCT LEADERSHIP TEAM COMPRISED OF SUCCESSFUL SERIAL ENTREPRENEURS



Aaron Kwittken
Business Unit CEO,
CommsTech



Ged Parton
Business Unit CEO,
Harris Data



Josh Beatty
Founder,
ARound



Will Johnson
CEO,
Harris Brand Platform



Paul Krasinski
CEO,
Epicenter



Jim Caruso
CEO,
CUE

Meet the Future of In-Game Entertainment



Scan Me



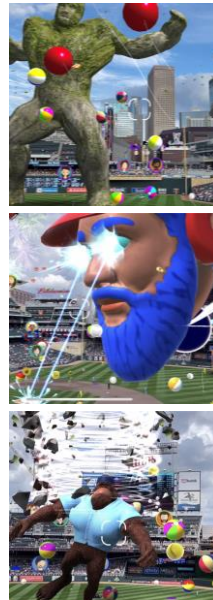
Download and
Play Now

Visit Us at Gate 34
Experience Area



*“Stadium-size AR games could
transform live sports”*

VRScout



First-of-its-kind Content Platform

Shared AR for stadiums launched with Minnesota Twins in August

Mass Community Engagement

Highly immersive and interactive shareable experiences

Live & Remote Experiences

Multiple AR activation opportunities in stadium and at home

Real-time Content In Relevant Context

Must see experiences that can't be duplicated anywhere else

ADDING
it all up

**OPPORTUNITY
TO GROW TO
\$4 BILLION+
AND BEYOND**

OF GAAP REVENUE THROUGH
COMBINATION OF ORGANIC, NEW
REVENUE STREAMS & ACQUISITIONS

Potential Equation for Success* (\$M)

10-12% long-term organic growth target driven by:

- ▶ 10-20% Digital
 - ▶ 5-7% Public Relations
 - ▶ 3-5% Creative & Media
- ~\$3,500

+ Stagwell Marketing Cloud ~\$75

+ M&A Growth \$450

= TOTAL

\$4,000+



Financial Highlights

WE HAVE OUR FINANCIAL HOUSE *in order*



Refinanced Bonds in 2021 with \$1.1BN in financing

- › Fixed interest rate of 5.625%
in rising interest rate environment
- › 7 years to maturity in 2029,
providing financial flexibility



Secured \$500M Revolving Credit Facility

with flexible terms, 5-year maturity



Strong track record of controlling costs

with a highly variable cost structure

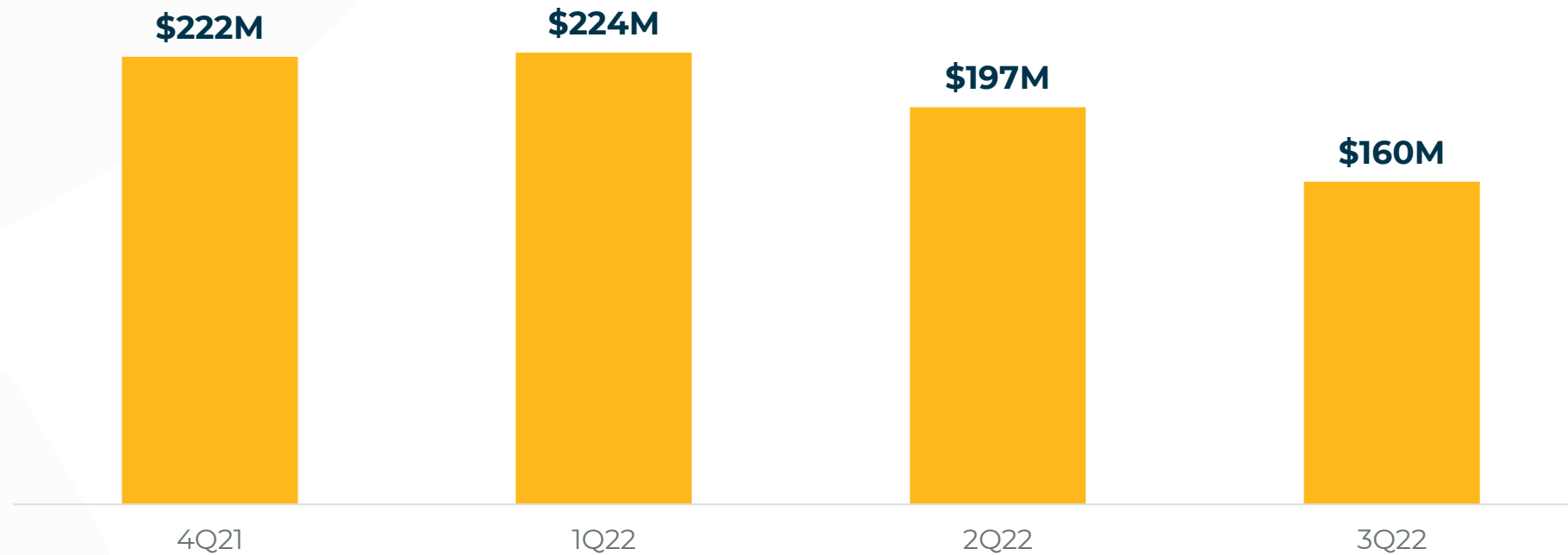


Returning capital to shareholders with \$29M

in share repurchases through the nine months ended
September 30, 2022

MAINTAINING DISCIPLINE AROUND *Deferred Acquisition Consideration*

REDUCED DAC BY \$63M FROM 2021 YEAR-END BALANCE



Note: Numbers may not foot due to rounding.

PRO FORMA CAPITAL STRUCTURE

Net Debt & Debt-Like (\$M, as of 9/30/22)

Revolving Credit Facility	\$ 245
Bonds	1,100
NCI ¹	32
DAC	160
RNCI ²	98
Less: Cash	165

TOTAL NET DEBT & DEBT-LIKE **\$ 1,469**

Pro Forma Share Count

(Thousands, as of 10/28/22)

Class A ³	130,790
Class C ⁴ (equal voting & economic rights to Class A)	164,376
Share-based awards ⁵	3,712

PRO FORMA DILUTED **298,877**

Note: Pro Forma share count assumes full conversion of Class C shares to Class A on a one-to-one basis. Numbers may not foot due to rounding.

1. Excludes \$503M in non-controlling interest of Stagwell Class C shareholders to reflect NCI balance pro forma for full conversion of Class C shares to Class A.

2. Includes redeemable non-controlling interest and obligations in connection with profit interests held by employees.

3. Includes issued and outstanding Class A shares (including unvested restricted stock) and 3,946 Class B shares which have equal economic rights and 20x voting rights to Class A shares. Note: Stagwell Agency Holdings, which is a fully owned subsidiary of Stagwell Media, owns 26.5M of the Class A shares related to its investment in legacy MDC Partners in 2019, of which the common portion was converted to Stagwell Inc. Class A shares upon the closing of the Transactions in August 2021 and preferred portion converted to Stagwell Inc. Class A shares in September 2021.

4. Class C shares are held by Stagwell Media, the parent company of Stagwell Agency Holdings, issued in August 2021 as consideration for the contribution of its assets to the Transactions.

5. Dilution calculated using treasury stock method applied to 6,009,246 total share-based awards outstanding (includes unvested RSUs and unexercised SARs).

Appendix

YTD GAAP CONSOLIDATED OPERATING PERFORMANCE

\$ and Shares in Thousands

Nine Months Ended September 30,

	2022	2021
Revenue	\$ 1,979,607	\$ 857,436
Cost of services	1,253,765	558,856
Office & general expenses	429,121	226,720
Depreciation & amortization	95,642	46,122
Impairment & other losses	28,034	14,926
Total operating expenses	\$ 1,806,562	\$ 846,624
Operating income (Loss)	\$ 173,045	\$ 10,812
Interest expense, net	(56,552)	(15,197)
Foreign exchange, net	(4,163)	(1,955)
Other, net	182	46,806
Other income (expenses)	\$ (60,533)	\$ 29,654
Income tax expense	20,150	9,205
Income before equity in earnings of non-consolidated affiliates	\$ 92,362	\$ 31,261
Equity in income (loss) of non-consolidated affiliates	1,053	(75)
Net income	\$ 93,415	\$ 31,186
Net (income) loss attributable to non-controlling & redeemable non-controlling interests	(59,668)	(10,987)
Net income attributable to Stagwell Inc. common shareholders	\$ 33,747	\$ 20,199
<u>Earnings Per Share</u>		
Basic	\$ 0.27	\$ (0.06)
Diluted	\$ 0.26	\$ (0.06)
<u>Weighted Average Number of Shares Outstanding</u>		
Basic	124,710	76,106
Diluted	131,550	76,106

RECONCILIATION OF GAAP NET INCOME TO ADJ. EBITDA

	<i>Full Year Ended December 31,</i>		<i>Nine Months Ended September 30,</i>	
<i>\$ in Thousands</i>	2021	2020	2022	2021
Net Income	\$ 35,920	\$ 71,461	\$ 93,415	\$ 31,186
Net income attributable to noncontrolling & redeemable noncontrolling interests	(14,884)	(15,105)	(59,668)	(10,987)
Net income attributable to Stagwell Inc. common shareholders	21,036	56,356	33,747	20,199
Non-operating items ⁽¹⁾	23,690	27,384	139,298	(9,387)
Operating income	44,726	83,740	173,045	10,812
Depreciation and amortization	77,503	41,025	95,642	46,122
Impairment and other losses	16,240	—	28,034	14,296
Stock-based compensation	75,032	—	33,410	53,465
Deferred acquisition consideration	18,721	4,497	(14,420)	9,456
Other items, net	21,430	13,906	12,112	15,298
Adjusted EBITDA	\$ 253,652	\$ 143,168	\$ 327,823	\$ 150,079

RECONCILIATION OF COMBINED NET REVENUE GROWTH TO COMBINED ORGANIC NET REVENUE GROWTH

\$ In thousands, except percentages	Combined Net Revenue - Nine Months Ended September 30, 2021	COMPONENTS OF CHANGE				CHANGE		
		Foreign Currency	Net Acquisitions (Divestitures)	Organic	Total Change	Net Revenue - Nine Months Ended September 30, 2022	Organic	Total
Integrated Agencies Network	\$843,335	\$(6,125)	\$663	\$95,845	\$90,383	\$933,718	11.4%	10.7%
Brand Performance Network	386,732	(8,306)	24,974	84,428	101,096	487,828	21.8%	26.1%
Communications Network	154,051	(686)	1,751	52,821	53,886	207,937	34.3%	35.0%
All Other	23,004	(163)	(15,018)	1,401	(13,780)	9,224	6.1%	(59.9)%
Total	\$1,407,122	\$(15,280)	\$12,370	\$234,495	\$231,585	\$1,638,707	16.7%	16.5%

Thank You

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